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Report of the Executive Board of the International Research and Training Institute for the Advancement of Women on its fourth session

Summary

The Executive Board of the International Research and Training Institute for the Advancement of Women (INSTRAW) held its fourth session on 2 and 30 May 2007. The Executive Board considered: (a) the implementation of the programme of work during the period November 2006-April 2007; (b) the proposed strategic framework for the period 2008-2011; (c) the proposed workplan and operational budget for 2008; (d) the financial situation of the Institute; (e) the optimal staffing structure for the Institute; and (f) the proposed networking strategy.

In addition, the Executive Board considered it important to assess the progress of and challenges facing the Institute since its revitalization in 2004. In that regard, the INSTRAW secretariat had prepared a comprehensive report and future projections, which became the basis of the Board's general recommendations.

Also at its fourth session, the Executive Board:

- Decided to consider at its fifth session the proposed operational budget for 2008, which should reflect a 5 per cent reduction and be subject to the attainment of sufficient financial resources. The Board requested the Director of the Institute to carry out intensive resource mobilization efforts in order to cover the proposed operational budget and programme of work for 2008, including, as an immediate measure, to discuss programme support costs with the Office of Programme Planning, Budget and Accounts, and decided to re-examine this question at its fifth session;

* E/2007/100.

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- Requested the Director of the Institute to formulate, as a matter of urgency, a resource mobilization strategy with the support of the United Nations Fund for International Partnerships and to inform the Board accordingly;
- Entrusted the President of the Executive Board to ask the Secretary-General for his support of resource mobilization efforts for INSTRAW;
- Decided that the President of the Executive Board, supported by the Executive Board, would adopt an active leadership role in support of the resource mobilization efforts for the Institute.

Recommendations

The Executive Board of INSTRAW made the following recommendations:

(a) To reaffirm the Institute's specific mandate to conduct research and training for gender equality and the empowerment of women, as a central focal point for research and training on gender issues within the United Nations system;

(b) To strengthen INSTRAW training and research activities within the context of the three pillars of the United Nations (development, peace and security, and human rights) in order to contribute to the achievement of the Millennium Development Goals and comply with other United Nations mandates, including the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and the Beijing Platform for Action, and all relevant General Assembly resolutions, as well as Security Council resolution 1325;

(c) That INSTRAW continue to focus on results in the three interlinked strategic areas (action-oriented research, capacity-building and knowledge management) in order to have a concrete impact on policies and programmes and respond to both existing challenges and emerging issues;

(d) That INSTRAW renew efforts to raise the visibility and credibility of the Institute so that current and potential donors devote greater interest to the core budget, as well as make commitments to multi-year funding;

(e) That INSTRAW establish strategic partnerships with organizations of the United Nations system, national machinery, civil society and academia in order to promote the Institute's activities in all regions of the world and implement its Strategic Framework for the period 2008-2011;

(f) That the Director of the Institute develop a medium- and long-term resource mobilization strategy, in collaboration with Member States and relevant United Nations entities and stakeholders including the United Nations Fund for International Partnerships, the United Nation Foundation and recommended experts;

(g) That the Institute intensify its training activities on the basis of lessons learned, and replicate best practices;

(h) That INSTRAW promote gender equality and women's full and equal participation in the realms of peacekeeping, peace processes, post-conflict reconstruction and the reform of security institutions through training and development of specific tools, with a view to strengthening information dissemination, awareness-raising, monitoring and evaluation capacities;

(i) That INSTRAW continue working closely with the Security Council, the Peacebuilding Commission and other United Nations entities, including the Inter-agency Task Force on Women, Peace and Security, as well as with other relevant stakeholders on gender and security reform and for the full implementation of Security Council resolution 1325 on women, peace and security, through research and training activities for the advancement of women, and strengthen, in particular, the gender dimension of the protection of women and girls in armed conflict and post-conflict situations and in peacebuilding;

(j) That INSTRAW encourage the establishment of institutional arrangements at the national level, such as intersectoral task forces to apply the Institute's tools and guides through the establishment of national action plans on women, peace and security;

(k) That INSTRAW encourage capacity-building activities for migrant women within the framework of co-development, including capacity-building for women in the use of remittances and in implementing the recommendations arising from the results of research undertaken by the Institute and its partners;

(l) That INSTRAW continue to develop materials and tools to promote women's political participation;

(m) That INSTRAW initiate new activities in the fields of poverty alleviation, capacity-building in microenterprises, information and communications technologies, health, education, peacebuilding, environment and other areas of concern to Member States;

(n) That INSTRAW continue to implement innovative methods of work in order to take advantage of its unique mandate as the entity of the United Nations system devoted solely to research and training for the advancement of women.

Decisions

To enhance the workplan and networking effort of the Institute, the Executive Board approved two decisions. The first decision was aimed at enhancing the Institute's Strategic Framework for the period 2008-2011, and the second decision was on the proposed networking strategy, which aimed at strengthening the Institute's partnership with national focal points.

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I. Organization of the session

1. The fourth session of the Executive Board of the International Research and Training Institute for the Advancement of Women (INSTRAW) was attended by the following members of the Executive Board: Belarus, Egypt, Grenada, Honduras, Israel, the Philippines, Slovakia, Spain, the Syrian Arab Republic and Zimbabwe. The list of participants is included as annex II to the present report.

Election of officers

2. In accordance with article IV, rule 13 of the rules of procedure of the Executive Board, the Board elected by acclamation the officers of the Bureau, who shall hold office for a period of two years, as follows:

President:	Iván Romero-Martínez (Honduras)
Vice-President:	Mouna Ghanem (Syrian Arab Republic)
Vice-President/Rapporteur:	Yvette L. Banzon-Abalos (Philippines)

II. Recommendations of the Executive Board calling for action by the Economic and Social Council

3. The Executive Board, after examining the comprehensive report and future projections for the International Research and Training Institute for the Advancement of Women (see annex I), made the following recommendations:

(a) To reaffirm its specific mandate to conduct research and training for gender equality and the empowerment of women, as a central focal point for research and training on gender issues within the United Nations system;

(b) To strengthen INSTRAW training and research activities within the context of the three pillars of the United Nations (development, peace and security, and human rights) in order to contribute to the achievement of the Millennium Development Goals and comply with other United Nations mandates, including the Convention on the Elimination of Discrimination against Women,[1] the Beijing Declaration[2] and the Beijing Platform for Action,[3] and all relevant General Assembly resolutions, as well as Security Council resolution 1325;

(c) To continue a focus on results in the three interlinked strategic areas (action-oriented research, capacity-building and knowledge management) in order to have a concrete impact on policies and programmes and respond to both existing challenges and emerging issues;

(d) To renew efforts to raise the visibility and credibility of the Institute so that current and potential donors devote greater interest to the core budget, as well as make commitments to multi-year funding;

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[1] General Assembly resolution 34/180.

[2] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex I.

[3] Ibid., annex II.

(e) To establish strategic partnerships with organizations of the United Nations system, national machinery, civil society and academia in order to promote INSTRAW's activities in all regions of the world and implement the Institute's Strategic Framework for the period 2008-2011;

(f) To request the Director of the Institute to develop a medium- and long-term resource mobilization strategy, in collaboration with Member States and relevant United Nations entities and stakeholders, including the United Nations Fund for International Partnerships, the United Nation Foundation and recommended experts;

(g) To request the Director of the Institute to intensify the Institute's training activities on the basis of lessons learned, and to replicate best practices;

(h) To promote gender equality and women's full and equal participation in the realms of peacekeeping, peace processes, post-conflict reconstruction and the reform of security institutions through training and development of specific tools, with a view to strengthening information dissemination, awareness-raising, monitoring and evaluation capacities;

(i) To continue working closely with the Security Council, the Peacebuilding Commission and other United Nations entities, including the Inter-agency Task Force on Women, Peace and Security as well as with other relevant stakeholders on gender and security reform and for the full implementation of Security Council resolution 1325 on women, peace and security, through research and training activities for the advancement of women, and strengthen, in particular, the gender dimension of the protection of women and girls in situations of armed conflict and post-conflict and peacebuilding;

(j) To encourage the establishment of institutional arrangements at the national level, such as intersectoral task forces to apply the Institute's tools and guides through the establishment of national action plans on women, peace and security;

(k) To encourage capacity-building activities for migrant women within the framework of co-development, including capacity-building for women in the use of remittances and in implementing the recommendations arising from the results of research undertaken by the Institute and its partners;

(l) To continue to develop materials and tools to promote women's political participation;

(m) To request that the Institute initiate new activities in the fields of poverty alleviation, capacity-building activities in microenterprises, information and communication technologies, health, education, peacebuilding, environment and other areas of concern to Member States;

(n) To continue to implement innovative methods of work in order to take advantage of its unique mandate as the entity of the United Nations system devoted solely to research and training for the advancement of women.

III. Decisions

4. At its fourth session, on 2 May 2007, the Executive Board adopted the text of the following decisions:

Decision I

Strategic Framework for the period 2008-2011

The Executive Board of the International Research and Training Institute for the Advancement of Women,

Recalling all relevant General Assembly resolutions on the situation of the International Research and Training Institute for the Advancement of Women, in particular Assembly resolution 60/229 of 23 December 2005,

Reaffirming the mandate of the Institute to promote research and training on women's situation and development,

Taking into account the contributions of the Institute to the implementation of the Beijing Declaration,[2] the Beijing Platform for Action[3] and the outcome document of the twenty-third special session of the General Assembly,[4]

Taking also into account numerous resolutions of the General Assembly and the Economic and Social Council on women and gender issues reaffirming the critical role of United Nations bodies that focus on the implementation of commitments to gender equality and women's empowerment; calling for increased attention to issues such as women's political participation, violence against women and the girl-child, migration and trafficking of women and girls, women's participation in conflict prevention and resolution and in peacebuilding; and women's sexual and reproductive health; and stressing the need for increased collection and circulation of information on gender mainstreaming,

Recalling the request contained in the Beijing Platform for Action for the Institute to identify those types of research and research methodologies to be given priority, in order to strengthen national capacities to carry out women's studies and gender research, including on the status of the girl child, and to identify those types of education and training programmes that can be effectively supported and promoted by the Institute,

Recalling also the request contained in the Beijing Platform for Action to ensure that the relevant reports, data and publications of the Institute on progress at the national and international levels are transmitted to the Commission on the Status of Women in a regular and coordinated fashion,

Bearing in mind that the Executive Board shall report periodically to the Economic and Social Council and, where appropriate, to the General Assembly,

Reaffirming the importance of adopting and implementing a strategic framework that guides the actions and overall activities of the Institute in the context of the mandate provided by the Beijing Declaration and Beijing Platform for

[4] General Assembly resolution S-23/3, annex.

Action, as well as by the Economic and Social Council and the General Assembly of the United Nations,

Noting with appreciation the Institute's report on the Strategic Framework for the period 2008-2011,[5]

1. Decides:

(a) To request the Director of the International Research and Training Institute for the Advancement of Women to submit by 5 June 2007 for the consideration of the Executive Board a comprehensive report on the progress and challenges of the Institute in fully implementing its mandate, in order to identify further strategies to strengthen the role and contributions of the Institute to gender equality and the advancement of women, with a view to making appropriate recommendations to the Economic and Social Council for consideration during its 2007 substantive session;

(b) To promote capacity-building, training and research in all fields related to the Strategic Framework for the period 2008-2011;

(c) To request the Director of the Institute to implement projects in the fields of poverty alleviation, capacity-building in microenterprises, information and communications technologies, health, education and other areas of concern, in partnerships with United Nations organizations, funds and programmes;

(d) To request that INSTRAW engage in further work on gender and security sector reform, the implementation of Security Council resolution 1325 on Women, peace and security, and the protection of women and girls in armed conflict and post-conflict situations and in peacebuilding;

(e) To invite all relevant United Nations bodies to intensify their cooperation with the Institute and to task the Institute with concrete research and training projects while conducting their mandates;

(f) To request that areas for further development include: (i) women's civil, economic and social rights, (ii) marginalized groups of women, and (iii) trafficking in women and girls;

(g) To request increased cooperation with the Commission on the Status of Women and with other Commissions of the Economic and Social Council, particularly in bringing to their attention gender concerns in emerging issues;

(h) To request that INSTRAW contribute to the promotion of and capacity-building for the implementation of the Convention on the Elimination of All Forms of Discrimination against Women,[1] in cooperation with the Office of the United Nations High Commissioner for Human Rights and other relevant United Nations bodies;

(i) That Executive Board members will promote the Strategic Framework for the period 2008-2011, particularly within their own geographical regions.

2. Decides also to submit to the Economic and Social Council the comprehensive report of the Executive Board on its fourth session.

[5] INSTRAW/EB/2007/R.3/Rev.1.

Decision II

Networking strategy

The Executive Board of the International Research and Training Institute for the Advancement of Women,

Recalling General Assembly resolution 60/229 of 23 December 2005, by which the Assembly emphasized the need to enhance the visibility of the International Research and Training Institute for the Advancement of Women and its efficient coordination with other United Nations bodies and organizations,

Recognizing the roles of United Nations funds, programmes and specialized agencies in the promotion of the empowerment of women, and therefore in the implementation of the Beijing Platform for Action[3] within their respective mandates,

Deeply convinced that it is necessary to increase the capacity of the Institute to better coordinate and collaborate with all mechanisms for the advancement of women and gender equality at all levels, such as women's ministries, relevant parliamentary committees, and women's groups, associations and networks,

Taking into account the recommendations of the Subcommittee of the Executive Board of the International Research and Training Institute for the Advancement of Women on the resource mobilization strategy,[6]

1. Requests the Director of the International Research and Training Institute for the Advancement of Women:

(a) To include a draft plan of action to actively involve national mechanisms and institutions, in the proposed networking strategy,[7] bearing in mind the strategic areas of work of the Institute;

(b) To take all appropriate measures to increase the cooperation and coordination with other United Nations bodies and organizations, especially in New York and in Geneva;

(c) To explore with relevant civil society organizations, including non-governmental organizations and the private sector, arrangements that will allow the Institute to benefit from the presence of these organizations in New York, in order to share information on a daily basis on the current activities of the United Nations agenda.

2. Decides to continue its consideration of these questions at its resumed fourth session.

IV. Deliberations of the Executive Board

5. The President of the Executive Board, Iván Romero-Martínez, Ambassador and Permanent Representative of Honduras to the United Nations, expressed, on behalf of the Executive Board, extensive recognition to Juan Antonio Yáñez Barnuevo, Ambassador and Permanent Representative of Spain to the United

[6] See INSTRAW/EB/2006/R.2.
[7] INSTRAW/EB/2006/R.7.

Nations, for having guided the Executive Board since its first session held on 27 July 2004 and for having consolidated the first phase in the strengthening of the Institute at a particularly critical stage. He pointed out that thanks to the leadership of Ambassador Yáñez Barnuevo, an important Institute for gender equality and the empowerment of women, the International Research and Training Institute for the Advancement of Women, was functioning once again. The President of the Executive Board expressed appreciation on behalf of the Institute and the Executive Board for all the support that the Permanent Mission of Spain had provided to achieve the stabilization of the Institute and requested its continuous support by means of consultations throughout his presidency. He requested that the statement of recognition from the Executive Board be included in the report of the fourth session of the Board. The Executive Board unanimously agreed and joined in the expression of appreciation.

A. Implementation of the programme of work during the period November 2006-April 2007

6. Following the presentation, the Executive Board took note with appreciation of the report by the Director of the Institute (INSTRAW/EB/2007/R.2) and expressed satisfaction with the results. The Board appreciated that the Institute had initiated activities in other regions and considered that more efforts should be made to ensure activities in all regions.

7. It was expressed that INSTRAW should place more emphasis on capacity-building activities, particularly in Africa. Suggestions for additional topics, such as gender training and capacity-building for peacekeeping personnel and in post-conflict situations were made. It was also suggested that INSTRAW seek closer links with academia on issues of capacity-building, in order to contribute to the formation of future generations of policymakers and development practitioners.

8. The Executive Board requested that the Director of the Institute prepare a comprehensive report on the progress made and the challenges faced by the Institute in fully implementing its mandate, in order to identify further strategies to strengthen the role and contributions of the Institute to gender equality and the advancement of women. The Board deemed it appropriate to include information from the comprehensive report in its report to the Economic and Social Council at its 2007 substantive session, and the Director was requested to submit the report by 5 June 2007.

B. Strategic Framework for the period 2008-2011

9. A rich exchange took place around the proposed Strategic Framework for the period 2008-2011 (INSTRAW/EB/2007/R.3) and additional topics in development, peace and security, and human rights were included to widen the type of activities and include emerging issues. The Executive Board also emphasized the role that INSTRAW could play in flagging the gender concerns in emerging issues.

C. Future work of the International Research and Training Institute for the Advancement of Women

1. Proposed workplan and operational budget for 2008

10. The Executive Board took note of the contents of the report by the Director of the Institute on the financial situation of INSTRAW (INSTRAW/EB/2007/R.5), in which the figures had been cleared by the Office of Programme Planning, Budget and Accounts, and considered the workplan and operational budget for 2008 (INSTRAW/EB/2007/R.4). The Board decided to continue the examination of the financial situation of the Institute and to request the Director to work in collaboration with the Office of Programme Planning, Budget and Accounts to discuss the options for accommodating the budget, including the analysis of the recovery cost policy.

11. The Executive Board analysed the workplan and operational budget for 2008 on 2 and 30 May 2007. On 30 May, the Board received updated information on the Institute's financial situation from both the Director of INSTRAW and the representative of the Office of Programme Planning, Budget and Accounts and was informed of the reports of the Secretary-General (A/61/897) and of the Advisory Committee on Administrative and Budgetary Questions (A/61/924).

12. The following table from the report of the Secretary-General shows the financial situation of the Institute as at the date of that report:

Table
Flow of voluntary contributions to the International Research and Training Institute for the Advancement of Women Trust Fund for core and special project activities
(United States dollars)

Year	*Core activities*	*Projects (earmarked)*
1987	697 685	509 774
1988	1 592 040	91 500
1989	1 105 151	330 800
1990	48 492	941 773
1991	1 845 489	265 073
1992	1 920 185	—
1993	1 570 201	—
1994	1 501 886	226 839
1995	1 323 093	—
1996	1 118 265	—
1997	718 009	—
1998	804 143	—
1999	540 188	15 000
2000	523 980	—
2001	347 396	50 000

Year	*Core activities*	*Projects (earmarked)*
2002	107 689	—
2003	377 657	6 154
2004	87 638	44 472
2005	929 361	648 818
2006	378 836[a]	961 912
2007	6 160[a]	1 077 260[b]

Sources: A/61/897, table 2.

[a] The contributions for 2006-2007 for core (Trust Fund) activities reflect the contributions received and recorded through 30 April 2007. Contributions pledged but not paid at that date to the core (Trust Fund) amount to $322,100 (rounded).

[b] Including voluntary contributions committed by donors but yet to be recorded in the Trust Fund account.

13. In consideration of the critical financial situation of the Institute, the Executive Board requested that the Director apply a 5 per cent reduction to the workplan and operational budget for 2008 (INSTRAW/EB/2007/R.4) and decided to reconsider the financial situation at its fifth session. At the same time, the Board requested the Director to formulate a resource mobilization strategy with the support of the United Nations Fund for International Partnerships and inform the Board accordingly.

14. The Executive Board decided to be actively involved in supporting the mobilization of resources for INSTRAW. The Board also agreed that the President would send a communication on its behalf to the Secretary-General requesting support for the mobilization of resources for the Institute.

2. Optimal staffing structure

15. The Executive Board reviewed the report on the optimal staffing structure of INSTRAW (INSTRAW/EB/2007/R.6) and decided to consider the report at its fifth session.

D. Networking strategy

16. The Executive Board decided to analyse the issue of the networking strategy at a resumed session and requested the Director to: (a) include a draft plan of action to actively involve national mechanisms and institutions in the proposed networking strategy, bearing in mind the strategic areas of work of the Institute; (b) take all appropriate measures to increase the cooperation and coordination with other United Nations bodies and organizations, especially in New York and in Geneva; and (c) explore with relevant civil society organizations, including non-governmental organizations and the private sector, arrangements that would allow INSTRAW to benefit from the presence of those organizations in New York, in order to share information on a daily basis on the current activities of the United Nations agenda.

17. The Board decided that the contents of the comprehensive report should be included in its report to the Economic and Social Council.

18. The date for the future session of the Executive Board will be determined following internal consultations.

Annex I

Comprehensive report and future projections for the International Research and Training Institute for the Advancement of Women

1. The International Research and Training Institute for the Advancement of Women (INSTRAW) works within the context of the three pillars of the United Nations, namely development, peace and security, and human rights, in order to contribute to the achievement of the Millennium Development Goals and comply with other United Nations mandates, including the Convention on the Elimination of All Forms of Discrimination against Women[a] and the Beijing Platform for Action,[b] taking into account the realities of globalization and emerging challenges for women and girls, especially in developing countries.

2. As the only entity in the United Nations system with a specific mandate to conduct research and training for gender equality and the empowerment of women, INSTRAW is a central component of the gender architecture of the United Nations and maintains working partnerships with both the gender entities and the research and training institutions of the United Nations. The work of the United Nations on gender equality must be guided by a clear understanding of the issues and stakeholders involved. Within the United Nations reform process and the attempt to ensure system-wide coherence, the Institute's contribution is its capacity and comparative advantage to serve as focal point for research and training on gender issues. This unique role within the United Nations system means that INSTRAW can be a guide in orienting the work of the United Nations on gender equality and the empowerment of women, leading to measurable changes in the lives of women, particularly in those countries where gender gaps are the widest.

3. The Institute's Strategic Framework for the period 2004-2007[c] emphasized the importance of articulating research, training and information-sharing in a continuous cycle of analysis, learning and action, so that research results feed into the distribution of information and the design of training and capacity-building programmes, as well as the formulation of policy. Through its applied research programmes, the Institute aims to make policies and programmes gender-responsive on the basis of concrete research results, the application of lessons learned and the replication of best practices. This approach allows for flexibility in responding to both existing challenges and new and emerging issues.

4. Through the INSTRAW Strategic Framework for the period 2008-2011,[d] the priorities established in 2004 are consolidated and strengthened, including the Institute's research and training programmes in specific areas and its knowledge management capacity, in order to ensure that research results have a concrete impact on policy and programme formulation and implementation.

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[a] General Assembly resolution 34/180, annex.

[b] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex II.

[c] See www.un-instraw.org/en/images/stories/INSTRAWDocuments/instrawstrategicframework.pdf.

[d] See INSTRAW/EB/2007/R.3/Rev.1.

5. In the Strategic Framework for the period 2008-2011, the mission and vision of INSTRAW are established as follows:

(a) **Mission**. INSTRAW is the leading United Nations Institute devoted to research, training and knowledge management in partnership with Governments, the United Nations system, civil society and academia to achieve gender equality and women's empowerment;

(b) **Vision**. INSTRAW is a leader in strategic and innovative actions that make a difference in women's lives.

6. INSTRAW prioritizes the application of innovative approaches, transparency and accountability, collaboration and complementarity with the other agencies of the United Nations system, and the inclusion of multiple stakeholders, including Governments, academia, civil society and the private sector, in order to re-establish a solid financial base for the implementation of the Institute's programme of work.

7. The present document is based on the implementation of the INSTRAW strategic framework for the period 2004-2007 and the annual workplans for 2005, 2006 and 2007, as well as the Strategic Framework for the period 2008-2011.

I. Achievements

8. INSTRAW works in three interlinked strategic areas: action-oriented research, capacity-building and knowledge management:

(a) **Action-oriented research**, at the conceptual level, leads to the generation of frameworks of comprehension and analysis and, at the empirical level, aims at filling information gaps and providing new data. The Institute emphasizes the importance of articulating research, training and information distribution in a continuous cycle of analysis, learning and action, so that research results feed into the distribution of information and the design of training and capacity-building programmes, as well as the formulation of policy;

(b) **Capacity-building** strengthens dialogue and partnerships among multiple stakeholders and builds the capacities of women, with a view to promoting their security, development and participation;

(c) **Knowledge management** fosters exchange of relevant knowledge and information to increase understanding and support decision-making and actions on gender and women's issues. Within the knowledge management area, particular emphasis is placed on dissemination of information to different audiences (decision makers, communications media and the general public, among others), on different themes and in appropriate formats, including through the Institute's website, with information packaged according to the needs of specific stakeholders.

9. The Institute undertakes work in these three strategic areas in order to produce specific guidelines, tools and other instruments to address the integration of a gender perspective into policies and programmes that link gender with development, security and participation in all spheres of life. This line of work includes awareness-raising and the transfer of knowledge and recommendations deriving from research, capacity-building and knowledge management activities to public policymakers by means of communications and partnerships with cooperation agencies and institutions. In the implementation of the strategic framework

2004-2007, the Institute focused its work on three thematic priorities: (a) gender, migration, remittances and development; (b) gender, governance and women's political participation; and (c) gender, peace and security.

A. Gender, migration, remittances and development

10. The main objective of the strategic area of gender, migration, remittances and development is to achieve a better understanding of how gender factors (for example, feminization of migration, gender inequalities in access to productive resources, sexual division of labour, and gender roles) affect and determine the interconnectedness between migration and development, taking remittances as the key link in this connection. The ultimate goal is to increase, through the incorporation of gendered analysis, the effectiveness and sustainability of initiatives that aim to harness the potential of remittances for development, and to encourage the development of models generated by these initiatives within which gender equality is a central objective and contributes to achieving the Millennium Development Goals.

11. Through case studies in Colombia, the Dominican Republic, Guatemala and the Philippines, and in five countries of southern Africa (Botswana, Malawi, Mozambique, Swaziland and Zimbabwe) with migratory flows to South Africa, INSTRAW is producing and systematizing knowledge at the conceptual level, which will lead to the generation of frameworks for comprehension and analysis, filling information gaps and generating new data at the empirical level.

1. Studies and research

12. In addition to fact sheets, information briefs, interviews, press releases and other materials, the concrete results of INSTRAW work in gender, migration, remittances and development, include the following:

(a) *Gender dimensions of remittance flows in Colombia* (forthcoming 2007). This instalment in the ongoing series of case studies on gender, migration, remittances and development is based on a theoretical framework that looks at the feminization of migration as part of a new international division of reproductive labour brought about by globalization. This case study looks at the gender dimensions of Colombian migration to Spain, including the nature of women's migration, the flows and utilization of remittances, and changes in household and gender roles as a result.

(b) *Gender dimensions of remittance flows in the Philippines* (forthcoming 2007). This instalment in the series of case studies is based on a theoretical framework that looks at the feminization of migration as part of a new international division of reproductive labour brought about by globalization. This case study looks at the gender dimensions of Filipino migration to Italy, including the nature of women's migration, the flows and utilization of remittances, and changes in household and gender roles as a result.

(c) *Gender, remittances and development: the case of women migrants from Vicente Noble, Dominican Republic* (2006). This report is the first in the series of case studies based on a theoretical framework that looks at the feminization of migration as part of a new international division of reproductive labour brought

about by globalization. The case of Dominican migration to Spain was chosen as an initial study because it is uniquely appropriate for an analysis of the links between migration, remittances and gender: it is a predominantly female migratory flow from rural areas, with women migrating as the main economic providers for their households.

(d) *The development potential of remittances from gender perspective: qualitative research methodology* (2006). The qualitative research methodology for the development potential of remittances from a gender perspective is presented in this paper. The methodology was used for the first time in a case study of the Dominican Republic that focused specifically on the migration of Dominican women to Spain. The methodology is adaptable to different contexts and regions with distinct migration patterns in order to ensure the development of a comparative global framework mapping of the gender dimensions of remittances. The methodology is being applied to additional INSTRAW case studies in such countries as Colombia, Guatemala, Lesotho, Morocco, the Philippines, and South Africa, among others.

(e) *Crossing borders: remittances, gender and development* (2005). This paper presents a preliminary framework that will strengthen the understanding of the interrelationships between migration, gender, remittances and development and also serve as an entry point for future research and project proposals. The framework was developed in order to establish the basis for formulating a more adequate response to questions such as: how does the growing feminization of migration affect remittance flows? how can remittances contribute to the achievement of gender equality? and how can we mobilize remittances to achieve sustainable development that includes women?

(f) *Gender, migration, remittances and development in the Dominican Republic* (2006). Through interviews with the community members that participated in the INSTRAW study on remittances in Vicente Noble, as well as interviews with INSTRAW staff and the narrative thread, this documentary video sets out the major opportunities and challenges to gender equality posed by the migration of women as economic providers for their households.

13. The above materials are available on the Institute's website at: http://www.un-instraw.org.

2. Partner institutions and geographic coverage

14. In addition to the above materials, a series of case studies is being carried out in partnership with (and in some cases with financing from) the International Fund for Agricultural Development (IFAD), the International Organization for Migration (IOM) (in Colombia and Guatemala), the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA). There has also been collaboration with national institutions such as the National Statistics Office of the Dominican Republic.

15. A diversity of regions and continents is one of the primary concerns with regard to the geographic coverage of INSTRAW projects. To date, projects are being carried out in Albania, Botswana, Colombia, the Dominican Republic, Guatemala, Lesotho, Malawi, Morocco, Mozambique, the Philippines, Senegal, Swaziland and Zimbabwe.

3. Future lines of work

16. In compliance with the Institute's strategic framework 2008-2011 and on the basis of the conceptual instruments already developed, the empirical data obtained thus far and dialogues established among the Institute's partners, it is envisaged that future work will be undertaken in the following thematic areas and geographic regions:

(a) Harnessing the potential of remittances as an instrument of gender-sensitive development, through the implementation of the conclusions and recommendations obtained from the project currently being carried out in six countries in partnership with UNDP. It is envisaged that the experience of the pilot project can be replicated in other countries in Africa, Asia, Eastern Europe and Latin America. Activities include capacity-building for women in remittance-sending communities and the strengthening of dialogue with stakeholders from the development sector in order to facilitate the implementation of the recommendations deriving from the results of research undertaken by INSTRAW and its partners.

(b) The impact of women's migration on the household, with special attention to adolescents and children who remain in the countries of origin. Preliminary conversations have taken place to carry out the project in selected countries of Africa and Latin America.

(c) Analysis of global care chains and their impacts, aimed at a better understanding of the reorganization of reproductive work at the global level by means of women's migration.

(d) Strengthening women migrants' rights in order to improve their living conditions. This project entails capacity-building activities for migrants and for key stakeholders within the framework of co-development.

B. Gender, governance and women's political participation

17. The purpose of the strategic area of gender, governance and women's political participation is to promote: (a) women's political participation at national, regional and local levels, and (b) the mainstreaming of gender in local and national governments as a key issue for building democracy.

18. The main objective of this strategic area is to produce up-to-date and accurate information on democratic governance and political participation from a gender perspective. These represent two main pillars for building democracies and States of equal and inclusive rights, on the one hand, and the advancement of women in achieving de facto equality, on the other. Political participation at all levels is a fundamental human right that most women still cannot fully enjoy. On the basis of this premise and from an overall view of the situation and the identification of multiple factors of inequality, INSTRAW conducts research on the general and specific causes in order to advance transformative proposals that contribute to changing women's situation and discrimination against women in the political sphere.

1. Studies and research

19. In addition to fact sheets, information briefs, interviews, press releases and other materials, the concrete results of INSTRAW work in gender, governance and women's political participation, include the following:

(a) *Quota mechanisms for women's political participation: the Latin American experience*. This study provides an analysis of female political representation in 17 countries of Latin America, in particular the legal measures, such as quotas, used to increase the representation of women in political life. The analysis concentrates on the political participation of women in national parliaments, executive offices and political parties.

(b) *Capacity-building needs assessment: women's political participation at the local level in Latin America* (forthcoming 2007). This needs assessment provides the results of a series of in-depth interviews with relevant stakeholders throughout Latin America on concrete needs and priorities in capacity-building for women's political participation at the local level. The needs assessment focuses specifically on perceptions, knowledge, evaluation and demands of survey participants, and provides a list of priorities for action that can guide capacity-building on women's political participation.

(c) *Diagnostic: women's political participation in the Andean region* (forthcoming 2007). This overview and assessment provides a comprehensive and comparative look at women's political participation in countries of the Andean region (Bolivia, Colombia, Ecuador and Peru), including past experience and evolution, institutional mechanisms and policies, achievements and challenges, and future priorities, within the context of broader governance, democratization and decentralization processes that characterize the region. The document places particular emphasis on building an agenda for women in politics and the actors and process involved.

(d) *Diagnostic: women's political participation in Central America* (forthcoming 2007). This overview and assessment provides a comprehensive and comparative look at women's political participation in the countries of Central America (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama), including history and evolution, institutional mechanisms and policies, achievements and challenges, and future priorities, within the context of broader governance, democratization and decentralization processes that characterize the region. The document places particular emphasis on building an agenda for women in politics and the actors and processes involved.

(e) *Agenda from the local perspective* (forthcoming 2007). This guide aims to facilitate including a gender perspective in political and development agendas at the local level, with particular emphasis on recognition of women's diverse needs and priorities and their incorporation into policymaking and programming.

(f) *Guide for women's leadership at the local level* (2006). One of the challenges to achieving gender equality in the countries of the project in Latin America is guaranteeing the participation of women in the representative institutions and decision-making processes. In Mexico, the municipal level has been identified by women themselves as a field of both possibilities and obstacles for gender equality. Strengthening women's leadership at the local level has become an essential measure, complemented by the growing application of affirmative actions

that bolster a culture of democracy in the countries of the region. The National Institute of Women of Mexico, in collaboration with INSTRAW, prepared the Guide, which includes both a facilitator's manual and a participant's manual.

(g) *Women's political participation at the local level in Latin America* (2006). This paper is part of the first phase of the project on strengthening governance from a gender perspective and women's political participation at the local level in Latin America, and contains information, analysis and conclusions synthesized from various sources with the aim of providing a panoramic view of knowledge, information and reflection on the question of women's political participation at the local level.

(h) *New gender machinery at the local level in Latin America* (2006). This paper is part of the first phase of the project on strengthening governance from a gender perspective and women's political participation at the local level in Latin America, and contains information, analysis and conclusions synthesized from various sources with the aim of providing a panoramic view of the status of the new gender machinery that has been established at the local level as a result of recent decentralization processes in the Latin American context.

(i) *The participation of indigenous women in governance processes and local governments: Bolivia, Colombia, Ecuador, Guatemala and Peru* (2006). This paper is the result of a desk review, conducted within the context of the project on strengthening governance from a gender perspective and women's political participation at the local level in Latin America, on the participation of indigenous women in governance processes and local government in various countries, with the aim of systematizing lessons learned and identifying critical areas of intervention. A number of practical and concrete recommendations are also proposed based on the information reviewed.

(j) *Creation of dialogue for women's political participation at the local level* (forthcoming 2007). Through interviews with various participants in the INSTRAW series of discussion workshops on women's political participation at the local level, as well as interviews with INSTRAW staff and a narrative thread, these two regional documentary videos (one on the Andean region and one on Central America) set out the main challenges, opportunities and priorities for the creation of dialogue and the inclusion of diverse perspectives in the struggle to increase women's political participation at the local level in Latin America.

(k) *Women's political participation at the local level in Mexico* (2006). Through interviews with participants in the INSTRAW project on capacity-building for women's political participation at the local level in Mexico, as well as interviews with INSTRAW staff and the narrative thread, this documentary video sets out the main challenges, opportunities and priorities for capacity-building processes on women's political participation at the local level.

20. These materials are available on the Institute's website (http://www.un-instraw.org), where one can also find a gender mainstreaming guide, a library and other resources in three languages.

2. Partner institutions and geographic coverage

21. In the implementation of work in the area of gender, governance and women's political participation INSTRAW has received financial support from Agencia

Española de Cooperación Internacional and Mexico, as well as in kind support from the participating countries in the Andean region (Bolivia, Colombia, Ecuador and Peru) and in Central America (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama) for a three-year project. The project is being implemented in partnership with several organizations: the United Nations Development Fund for Women (UNIFEM), UNDP, national gender machinery, decentralization entities, political parties, women's organizations, indigenous organizations, and non-governmental organizations. Additionally INSTRAW has worked with academic institutions such as Facultad Latinoamericana de Ciencias Sociales (FLACSO)-Chile and FLACSO-Argentina.

3. Future lines of work

22. As a result of the implementation of projects, INSTRAW will continue its work on the following initiatives:

(a) Political participation of women at national level in Algeria, Morocco and Tunisia. This project includes three components: research, capacity-building and policy dialogue. The funding is under consideration and advanced agreements have been reached;

(b) Assessment review and capacity-building activities to include women in decision-making positions in political parties. Some of the main obstacles that women face in becoming national or local representatives are the statutes, attitudes, behaviours and procedures of political parties. It is crucial to assess and change procedures of political parties to include women as candidates in situations equal to men. These capacity-building activities include the development of materials and tools to promote women's participation within political parties;

(c) Political participation of women at local level in Latin America and the Caribbean (2009-2011). This project is a continuation of a previous project and will be based on the results of that project, which is currently being implemented in the Andean region and in Central American countries.

C. Strategic area: gender, peace and security

23. The main objectives of the gender, peace and security programme are to foster understanding of the distinct and often gendered insecurities faced by women and men during both times of conflict and times of peace and to promote gender equality and women's full and equal participation in the realms of peacekeeping, peace processes, post-conflict reconstruction and the reform of security institutions. The ultimate goal is to work with all of the many security actors (decision makers, governmental bodies, security institutions, civil society and others) to strengthen their ability to recognize and respond effectively and appropriately to gendered insecurities through information dissemination, awareness-raising, capacity-building and monitoring and evaluation. In this area, INSTRAW focuses its work on the following:

(a) Promoting gendered security sector reform. This work aims at strengthening the capacities of the institutions primarily in charge of security (such as the military, the police and others) in order to effectively prevent and respond to gendered insecurities, to prioritize the full and equal participation of women, and to

successfully mainstream gender issues within the context of larger security sector reform initiatives through the production of concrete tools and the establishment of monitoring and evaluation mechanisms;

(b) Contributing to the eradication of violence against women. This work aims at working with public security institutions (the police, the judiciary, legal officials and others) in order to improve the response to violence against women (for example, family and domestic violence) and working with other actors, in particular youth, to encourage reflection on dominant masculinities and the use of violence;

(c) Promoting the full implementation of United Nations Security Council resolution 1325 on women, peace and security. INSTRAW has developed tools to support the implementation of Security Council resolution 1325 at the national and institutional levels, in particular for the creation of action plans on the issues of women, peace and security.

1. Studies and research

24. In addition to fact sheets, information briefs, interviews, press releases and other materials, the concrete results of INSTRAW work in gender, peace and security, include the following:

(a) *Toolkit for integrating gender into security sector reforms* (forthcoming 2007). INSTRAW worked in collaboration with the Geneva Centre for the Democratic Control of Armed Forces and the Office for Democratic Institutions and Human Rights of the Organization for Security and Cooperation in Europe on the production of this toolkit, which will include thirteen issue-specific tools on different security sector actors and two cross-cutting tools on gender training for the security sector, and monitoring and evaluation processes;

(b) *Securing equality, engendering peace: a guide to policy and planning on women, peace and security* (2006). This guide is a hands-on tool that concentrates on the creation of action plans on the implementation of Security Council resolution 1325 on women, peace and security. The guide aims to facilitate the development of realistic action plans through the provision of good practices, specific recommendations and a six-step model process. The guide is designed as a resource for Governments, United Nations and regional organizations, and non-governmental organizations;

(c) *Global directory of gender, peace and security research institutions* (2006). The global directory of gender, peace and security research institutions is a searchable directory of gender, peace and security journals, databases and scholarships/fellowships. This tool, which is designed to serve as a resource for researchers, practitioners and potential students, provides up-to-date information on gender, peace and security research institutions in order to facilitate research, networking and the exchange of materials and ideas, and to encourage students to pursue studies in this field.

25. These materials are available on the Institute's website (http://www.un-instraw.org).

2. Partner institutions and geographic coverage

26. INSTRAW has created the Gender and Security Sector Reform Network, which comprises some 170 organizations and individuals working on gender and security sector reform issues from all over the world. The Network is active as a forum for discussion and information exchange. In collaboration with the Geneva Centre for the Democratic Control of Armed Forces, INSTRAW has also established the Gender and Security Sector Reform Working Group, which brings together key groups and individuals working on gender and reform of security institutions, and serves as an initiator, resource and facilitator for efforts to mainstream gender issues into security sector reform initiatives, policies and tools.

27. In addition, INSTRAW has entered into a collaboration agreement with the Geneva Centre for the Democratic Control of Armed Forces and the Office for Democratic Institutions and Human Rights of the Organization for Security and Cooperation in Europe for the production of a toolkit on integrating gender into security sector reform.

3. Future lines of work

28. On the basis of the research conducted thus far and the tools and guides already developed, and in accordance with dialogues among our partners on existing gaps in information resources and capacity-building, it is envisaged that future work will be undertaken in the following thematic areas and geographical regions:

(a) Creation of national action plans on women, peace and security. This project involves the concrete implementation of *Securing equality, engendering peace: a guide to policy and planning on women, peace and security* in specific conflict and post-conflict settings (an initial proposal submitted for funding includes Burundi, East Timor, Guatemala, Haiti, Liberia, and Sierra Leone). The guide will be used to establish an intersectoral task force at the national level, which will develop a national action plan on women, peace and security in line with the recommendations set out in Security Council resolution 1325;

(b) Capacity-building on gender and security sector reform. Using the toolkit that INSTRAW will develop in collaboration with the Geneva Centre for the Democratic Control of Armed Forces and the Office for Democratic Institutions and Human Rights, work will be undertaken with national Governments and international academic and civil society groups to encourage capacity-building and information exchange on integrating gender issues in security sector reform processes. INSTRAW has received funding from Norway for initial implementation of the project in Haiti, which will be carried out in collaboration with the United Nations Stabilization Mission in Haiti.

D. Capacity-building for gender equality and women's empowerment

29. INSTRAW places great emphasis on concrete and sustainable capacity-building for gender equality. In 2006 the Institute launched the first-ever gender training Wiki, which uses the popular Wikipedia software to bring together courses, materials and centres dedicated to gender training and capacity-building.

30. INSTRAW has developed and piloted capacity-building courses and materials on home-based care for people living with HIV/AIDS, integrating gender into

project planning and implementation, responding to violence against women, integrating gender issues into media coverage, women's political participation at the local level, addressing violence and masculinities with youth, and building gender-equal cities. Other capacity-building resources include the gender research guide and the gender mainstreaming guide. Within available resources, INSTRAW aims to expand its capacity-building programme to include greater diversity in its audiences and issues.

Working towards system-wide coherence

31. In all its work, INSTRAW prioritizes inter-agency collaboration and the establishment of working partnerships with other United Nations system, academic, civil society, government and private sector organizations. With the aim of supporting the Secretary-General's plan for ensuring system-wide coherence, INSTRAW has established concrete working relationships with a number of United Nations system entities, including the United Nations entities dedicated to gender issues (Division for the Advancement of Women, Office of the Special Adviser on Gender Issues and Advancement of Women and UNIFEM), the United Nations research and training institutes (the United Nations Interregional Crime and Justice Research Institute (UNICRI), the United Nations Institute for Disarmament Research (UNIDIR), the United Nations Institute for Training and Research (UNITAR), the United Nations Research Institute for Social Development (UNRISD), the United System Staff College (UNSC) and the United Nations University (UNU)), UNDP (working on gender, remittances and development and violence against women within the context of public security), the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNFPA (gender and remittances), the United Nations Communications Group and the Department of Public Information (information distribution from a gender perspective and work with journalists on integrating gender issues into media coverage), and the United Nations system entities within the Dominican Republic (integrating gender issues into project planning and implementation).

32. INSTRAW is a member of the United Nations Inter-Agency Network for Women and Gender Equality, UN-Energy, the United Nations Inter-agency Taskforce on Women, Peace and Security, the Task Force for the Secretary-General's Study on Violence against Women, the 16 Days of Activism against Gender Violence Campaign, and the Women's Network of the International Action Network on Small Arms.

33. Of particular note, in 2006 INSTRAW signed a five-year renewable agreement with the United Nations Stabilization Mission in Haiti through which INSTRAW now serves as both the disaster recovery site and the command centre for evacuation for the Mission. As an extension of this relationship, in 2006 INSTRAW carried out an assessment for the Logistics Support Division of the Department of Peacekeeping Operations on how to increase female recruitment, which resulted in a number of concrete recommendations that are now being implemented. In addition, in June 2007, INSTRAW will host a training of trainers in gender and peacekeeping for senior mission staff of the Department of Peacekeeping Operations.

II. Challenges

A. Re-establishing the Institute's credibility

34. The Institute has faced significant challenges in securing voluntary contributions from Member States of the United Nations as a result of two main factors: (a) Member States have conditioned their decision to donate voluntary contributions to the Institute on a demonstration of concrete results as a consequence of the lack of trust occasioned by the previous management of INSTRAW; and (b) many Member States have refrained from donating to INSTRAW until the review of the United Nations gender equality architecture is complete.

35. As stated in the Institute's strategic framework 2008-2011, INSTRAW will renew efforts to re-establish the credibility of the Institute through the following strategies:

(a) Strengthening relationships with Member States. INSTRAW will prioritize strengthening the Institute's relationships with current and potential donors, including Member States of the United Nations;

(b) A focus on results. INSTRAW will highlight the results of its worldwide work on various issues, with a particular eye to encouraging Member States to support the continued implementation of its programme of work through contributions to the Institute's core budget. It is highly likely that the Institute's success in generating significant project funds will give rise to a renewed interest in contributing to the core budget;

(c) Work with the private sector. In 2006, INSTRAW signed an agreement with the United Nations Foundation and the United Nations Fund for International Partnerships that will allow the United Nations Foundation to provide the Institute with financial support from private sector companies and non-profit foundations. The Institute now has a donation portal within the United Nations Foundation website (http://www.unfoundation.org/instraw/). The Institute has initiated outreach activities with the private sector, including the development of a donor database and specific promotional materials on the Institute's work targeted to potential private sector donors. The Institute will continue this resource mobilization work with the private sector in an effort to generate both core and special project funding;

(d) Involvement of the Executive Board. At its most recent meeting, the Executive Board of INSTRAW resolved to become more active in securing financial and other resources for the Institute. INSTRAW will thus develop concrete proposals for strengthening the role of the Executive Board in resource mobilization. The Board also recommended that INSTRAW develop, in collaboration with the United Nations Fund for International Partnerships, the United Nations Foundation and recommended experts, a concrete mid- and long-term fund-raising/resource mobilization strategy for the Institute.

B. Consolidating the Institute's position as a leader in action for gender equality and women's empowerment

36. At its fourth session, the Executive Board of INSTRAW recommended that the Institute continue to promote research and capacity-building activities in the areas of gender and migration; political participation of women; and gender, peace and security; in order to consolidate its position as a pioneer in these thematic areas. INSTRAW will continue to:

(a) Produce new data and information;

(b) Develop new capacity-building activities;

(c) Generate dialogue among multiple stakeholders;

(d) Guide policy development and the implementation of programmes and projects.

37. The Executive Board also recommended that, in accordance with available resources, the Institute initiate new activities in the fields of poverty alleviation, capacity-building in microenterprises, information and communication technologies, health, education, peacebuilding, and other areas of concern in partnership with United Nations agencies, funds and programmes. The Board took particular note of the importance of responding to new and emerging areas, such as climate change and the role of women and gender in the environment, as well as the creation of intercultural dialogue. Along these lines, INSTRAW will:

(a) Establish strategic alliances with United Nations and other organizations working on these areas in order to systematize joint workplans and evaluate existing gaps in information and capacity-building;

(b) Continue to support the United Nations system-wide efforts in gender mainstreaming at the institutional and programmatic levels.

C. Developing networks and strategies for working with partners

38. INSTRAW has prioritized the creation of strategic alliances in order to strengthen the implementation of its programme of work. These alliances range from broad collaboration, including the exchange of information, the organization of meetings and other general activities to direct partnerships with United Nations system and other organizations for the implementation of specific projects.

39. These strategic alliances serve four main functions: (a) to provide the Institute with increased financial or in kind support to its programme of work; (b) to encourage technical exchange on a particular issue; (c) to provide INSTRAW with representation in new geographic areas; and (d) to allow for information exchange between organizations.

40. As stated in the Institute's strategic framework 2008-2011, INSTRAW will:

(a) Continue to work through the formation of strategic alliances with organizations of the United Nations system, civil society, academia, government and other areas related to the Institute's areas of work and with a view to positioning the Institute as a leader in gender equality and the empowerment of women;

(b) Prioritize the development of project proposals and the formation of strategic alliances in all regions of the world in order to expand the Institute's focus and ensure the systematization and replication of existing work in other contexts. In order to accomplish this, it is essential to establish partnerships with relevant academic, civil society and governmental institutions in other regions;

(c) Establish new alliances related to the new areas of work recommended by the Executive Board at its fourth session in May 2007, as resources become available;

(d) Establish strategic alliances and develop joint programmes of work with the other organizations and institutions of the United Nations system that work on gender equality, research and training.

41. INSTRAW will continue to establish strategic partnerships with United Nations system and other organizations as an effective way of pooling limited resources, ensuring system-wide coherence and strengthening the implementation of the Institute's programme of work.

D. Implementing innovative ideas and methods of work

42. With few human and financial resources, INSTRAW has made significant achievements in establishing and consolidating its work in innovative areas, such as migration and remittances, gender and security sector reform and women's political participation at the local level. In particular, the Institute will continue to:

(a) Prioritize the link between research, information and capacity-building in order to ensure consistency and coherence and promote capacity-building that responds to clearly identified needs and priorities;

(b) Work with new and emerging technologies in order to encourage the formation of long-distance and virtual working relationships that allow the Institute to expand its reach;

(c) Ensure the participation of multiple stakeholders in the development and implementation of the Institute's programme of work.

E. Increasing visibility and communication with stakeholders

43. Efforts to increase the visibility and reach of INSTRAW have focused primarily on the Institute's presence within mainstream and issue-specific media (including the written press, radio, television and electronic media). The Institute has had significant success in placing opinion articles, editorials, press releases, interviews and other materials on its three areas of work in different media. In addition, INSTRAW has created a gender and media network, which brings together journalists for the exchange of information on gender issues. The Institute also works with journalists in various contexts on capacity-building for addressing gender issues and ensuring gender-sensitive media coverage. As part of these activities, the Institute has established relationships with the United Nations Public Inquiries Unit and various international media organizations, including Inter Press Service (IPS). The Institute has also compiled a global directory of media outlets with which it conducts regular information exchange and media outreach activities.

Partly as a result of this increased visibility, the INSTRAW website now receives almost two million hits per month, including document downloads in excess of 50,000 per month. The Institute will:

(a) Intensify efforts to significantly increase the visibility of the Institute in written and electronic media;

(b) Include increasingly interactive features on its website in order to engage a wider audience in the development and implementation of the Institute's programme of work.

44. INSTRAW will continue its efforts to increase the visibility of the Institute, both in order to distribute the results of the Institute's work to a wider audience, and as an essential component of an effective resource mobilization strategy.

Annex II

List of participants

Fourth session, 2 May 2007

Members of the Executive Board of the International Research and Training Institute for the Advancement of Women

Country	*Representative*
Belarus	Sergei Rachkov, Minister Counsellor and Deputy Permanent Representative
	Alexander Strigelsky, Second Secretary
Egypt	Soha Gendi, Counsellor
Grenada	Marguerite St John, Counsellor
Honduras	Iván Romero-Martínez, Ambassador and Permanent Representative
	Sofia Cerna, First Secretary
Israel	Mazal Renford, Director, Golda Meir Mount Carmel International Training Center
	Meirav Eilon Shahar, Counsellor
Philippines	Yvette L. Banzon-Abalos, Second Secretary
Slovak Republic	Viera Hanuláková, Director of the Department of Families and Gender Policy, Ministry of Labour, Social Affairs and Family
	Peter Harmanovsky, Third Secretary
Spain	Juan Antonio Yáñez-Barnuevo, Ambassador and Permanent Representative
	Elisa de Santos, Counsellor
Syrian Arab Republic	Mouna Ghanem, Chairperson of the Syrian Commission for Family Affairs
	Warif Halabi, Second Secretary
Zimbabwe	Sophią Nyamudeza, Minister Counsellor and Deputy Permanent Representative

Ex-officio members

Under-Secretary-General for Economic and Social Affairs	Represented by Rachel Mayanja, Special Adviser to the Secretary-General on Gender Issues and Advancement of Women
Host Country — Dominican Republic	Mariela Sanchez, Minister Counsellor
	Olivio Fermin, Counsellor
United Nations Regional Commissions	Nritya Subramaniam
INSTRAW Director	Carmen Moreno

Others: Catherine Peluso, Executive Officer, DESA; Linda Wong, Chief Service II, Programme, Planning and Budget Division; Kimberly Gamble-Payne, Director of Programmes, United Nations Fund for International Partnerships

Resumed fourth session, 30 May 2007

Members of the Executive Board of the International Research and Training Institute for the Advancement of Women

Country	*Representative*
Belarus	Alexander Strigelsky, Second Secretary
Egypt	Soha Gendi, Counsellor
Grenada	Marguerite St John, Counsellor
Honduras	Iván Romero-Martínez, Ambassador and Permanent Representative
	Sofia Cerna, First Secretary
Israel	Meirav Eilon Shahar, Counsellor
	Ilan Fluss, Counsellor
Philippines	Yvette L. Banzon-Abalos, Second Secretary
Slovak Republic	Peter Harmanovsky, Third Secretary
Spain	Elisa de Santos, Counsellor
Syrian Arab Republic	Warif Halabi, Second Secretary
Zimbabwe	Sophia Nyamudeza, Minister Counsellor and Deputy Permanent Representative

Ex-officio members

Host Country — Dominican Republic	Mariela Sanchez, Minister Counsellor
	Olivio Fermin, Counsellor
INSTRAW Director	Carmen Moreno

Others: Linda Wong, Chief Service II, Programme, Planning and Budget Division.